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Office of DCA Coordinator  
National Communications System

3362/302/bqb

21 August 1963

MEMORANDUM FOR NCS REPRESENTATIVE, STATE DEPARTMENT  
NCS REPRESENTATIVE, GSA  
NCS REPRESENTATIVE, FAA  
NCS REPRESENTATIVE, NASA

SUBJECT: Procedures and Working Relationships for the NCS

1. Attached for your information is a copy of the final draft of a memorandum entitled "Procedures and Working Relationships for the NCS."
2. This document was developed in coordination with BOB, Director of Telecommunications Management, Special Assistant to the President for Telecommunications, Special Assistant to the Secretary of Defense for the NCS and representatives of GSA, FAA, NASA and State present in the DCA Headquarters.
3. It is expected that this document will be signed and promulgated within the next week.

C. D. MAY, JR.  
DCA Coordinator  
National Communications System

1 Encl  
Draft Memo  
dtd 20 Aug 63

Copy to:

Note: Received this Draft on the 20th  
and indicated no Agency  
objection.

/s/

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OSD REVIEW COMPLETED

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20 Aug 63

## MEMORANDUM TO HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Procedures and Working Relationships for the NCS

Reference: (a) Memorandum to the Heads of Executive Departments and Agencies, \_\_\_\_ Aug 63, Subject: Establishment of the National Communications System

1. This memorandum outlines procedures and working relationships to apply initially in implementing the National Communications System (NCS) as established by referenced memorandum. Like the NCS itself, the relationships and procedures must be evolutionary. These procedures, taken together with the reference are designed to guide and assist the Agencies in planning their participation in the NCS.

SPECIAL ASSISTANT TO THE PRESIDENT FOR TELECOMMUNICATIONS

2. Pending the appointment of a Director of Telecommunications Management, who, as provided in referenced memorandum, shall also serve as Special Assistant to the President for Telecommunications, Dr. Jerome B. Weisner has been designated to perform on an interim basis the functions pertaining to the NCS assigned to the Special Assistant.

STAFF SUPPORT TO THE EXECUTIVE AGENT

3. To aid him in discharging his responsibilities the Executive Agent has established the following administrative arrangements:

a. Assistant to the Executive Agent for NCS. The Executive Agent has designated Mr. Solis Horwitz as his Assistant for the NCS. He has given Mr. Horwitz responsibility for receiving and processing requirements from Agencies served by the NCS, for reviewing progress being made in attaining the objectives of the NCS, making recommendations to the Executive Agent on tasks to be assigned and on other matters as appropriate.

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b. Manager, NCS. The Executive Agent has given the Director, DCA, additional responsibility as Manager, NCS. In this capacity he will employ the DCA staff and call upon other Agencies and upon elements of DOD as necessary for the accomplishment of tasks assigned by the Executive Agent, work in close coordination with the representatives of Agencies with regard to assigned tasks, and inform Agencies of actions recommended which affect their requirements or affect the subsystems or elements of the NCS for which they are assigned responsibility.

c. Representatives of other NCS Government Agencies. GSA, State, FAA, and NASA which operate the larger Governmental communications systems have each been requested to designate a responsible individual to serve full time as its representative to the NCS Executive Agent and to work with the Manager, NCS. Such representatives shall be the primary point of contact between their Agencies and the Executive Agent's staff in the DOD. Other Agencies have been requested to designate a point of contact for dealing with the Executive Agent on matters pertaining to the NCS.

#### DEFINITION OF AND PLANNING THE ESTABLISHMENT AND IMPROVEMENT OF THE NCS

4. The Executive Agent is responsible for designing the NCS for the approval of the President, developing plans for fulfilling approved requirements and priority determinations, and recommending implementation responsibilities. To accomplish his responsibilities, the Executive Agent has directed the Manager, NCS, to undertake the following tasks in coordination with the other interested Agencies:

a. Definition of NCS. Prepare for the Executive Agent to submit to the President by 15 September 1963, recommendations identifying those communications assets which should be included now in the NCS and additions which should be considered for possible later incorporation.

CONFIDENTIAL

-2-

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

b. Operating Responsibilities. Prepare for the Executive Agent to submit to the President, simultaneously with the NCS definition, recommendations as to which Government Department or Agency should have responsibility for installation, operation, maintenance, and modification of NCS assets identified in a. above, including responsibility for budgeting and funding.

c. Initial Plan. Prepare for the Executive Agent to submit to the President by 1 November 1963 a near-term plan setting forth initial objectives to be achieved and requirements to be met by the NCS, and recommending modifications or improvements affecting the FY 1965 budget. During the preparation of the plan all proposals for modifications and improvements will be examined within the overall NCS context and, as appropriate, incorporated in the plan. For those proposals not incorporated in the plan, the Executive Agent will submit to the President the reasons for the recommendation along with any differing view of the affected agency.

d. Annual Long-Range Plan. Prepare for the Executive Agent to submit to the President by 1 April 1964, and annually on that date thereafter, a Long-Range Plan (covering the forthcoming FY and four FY's thereafter) updating objectives and requirements to be met by the NCS, identifying requirements not fully met and recommending further modification and improvement as necessary. Where appropriate, the Long-Range Plan will present and cost alternative ways of satisfying user requirements. Issues of policy and differences of views between agencies will be identified. During the preparation of the Long-Range Plan, all proposals for modification and improvement will be examined and appropriate proposals will be incorporated in the plan. In addition, the plan will recommend any appropriate changes in the assets to be included in the NCS and in assignment of responsibility to the

CONFIDENTIAL

-3-

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

Agencies. For proposals not recommended for inclusion in the plan or for other controversial aspects, the Executive Agent will submit his views to the President along with the differing views of the other Agencies.

5. By 1 October 1963, and annually thereafter on 1 January, the Special Assistant to the President will furnish to the Executive Agent any communications requirements on the NCS unique to the Presidency so that these requirements can be reflected in NCS plans prepared by the Executive Agent.

#### REVIEW AND APPROVAL OF REQUIREMENTS

6. The Special Assistant to the President has responsibility for advising the President with regard to communications requirements to be supplied by the NCS, responsibilities of Agencies in implementing and utilizing the NCS, the guidance to be given to the Executive Agent with regard to design and operation, and the adequacy of system designs developed by the Executive Agent. He is charged also with formulating and issuing to the Executive Agent guidance as to relative priority of requirements and with insuring that there is adequate planning to meet future needs of the NCS.

7. To assist the Special Assistant to the President and the President in the review and approval of communications requirements to be satisfied by the NCS, the following procedures are established:

a. Certain Agencies, such as DOD, GSA, FAA, NASA and State, will be assigned responsibilities for operating, and budgeting and funding for specific components of the NCS and for meeting specific requirements of the NCS as indicated in paragraph 4b of this document. The processing of NCS requirements and the preparation of plans to meet these requirements will be accomplished in the following manner:

CONFIDENTIAL

-4-

~~CONFIDENTIAL~~

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(1) Agencies having requirements for service within the NCS will submit their requirements by 1 December to the operating agency designated as responsible for providing the required service.

(2) Agencies operating components of the NCS will consolidate their own requirements for their components of the NCS and those of the other Agencies for which they are responsible for providing service. The consolidated requirements, together with the proposed plan for meeting the requirements, will be submitted to the Executive Agent by 1 January. Such operating agencies will include initially the DOD, GSA, FAA, NASA and the State Department.

(3) The Director, Office of Emergency Planning, will provide policy guidance and requirements for communications support of the Continuity of Government program at the national level, including interconnection of Federal department and agency emergency relocation sites, to the Manager, NCS.

(4) All civil agencies having CONUS requirements for service from the NCS, except where covered in (2) and (3) above, will submit these to the Executive Agent through the Administrator of General Services, for his comment as to the appropriateness of meeting the need through the Federal Telecommunications System (FTS) component of the NCS. If considered appropriate by the Administrator of General Services, the necessary capability will be incorporated in his plan submitted in accordance with (2) above.

(5) The form for submission of requirements, and of plans for fulfillment, will be prescribed by the Executive Agent.

(6) The Executive Agent will transmit, for advanced information, one set of Agencies' submissions to the Special Assistant.

CONFIDENTIAL

-5-

**CONFIDENTIAL**

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b. Procedures for meeting requirements associated with the day-to-day operations within the NCS will be promulgated by the Executive Agent.

c. Subject to any guidance from the Special Assistant to the President as to relative priority of requirements, the Executive Agent will examine the Agencies' statements of requirements and proposals for modifications and improvements to the NCS and, based upon his review, integrate these, as appropriate, into the consolidated statement of requirements and NCS Long-Range Plan for submission to the President.

d. The Special Assistant to the President will review the Initial and Long-Range Plans, which include the statement of Agency requirements, the plans for meeting these requirements, and policy matters, and will make appropriate recommendations to the President. The plans and requirements, as approved by the President, will constitute the basis for implementation of the NCS.

e. The NCS Operating Agencies (initially DOD, GSA, FAA, NASA, and State) will include in their programs and budgets the necessary funds to carry out their specific NCS responsibilities under the approved plans. These will be subject to the normal budgetary review process.

#### CHANGES IN APPROVED PLANS AND REQUIREMENTS

8. Requirements and plans will be subject to modification to meet changing conditions between planning cycles. Responsibility for meeting the changed circumstances and requirements lies with the NCS Operating Agencies, where such changes do not involve significant departure from approved NCS objectives or plans. However,

a. Where a change may affect adversely any Agency's capability to carry out assigned responsibilities or to meet requirements under the approved plans, the Agency will immediately inform the Executive Agent and submit to the Executive Agent any recommended corrective

CONFIDENTIAL

-6-

**CONFIDENTIAL**

~~CONFIDENTIAL~~

action. The Executive Agent will consider the recommended corrective action and other alternatives and will take action as appropriate.

b. Where an agency requires assistance or service from the NCS not provided for in approved plans, it will transmit the requirement to the Executive Agent. If the Executive Agent considers the requirement to be valid and that it can be met from existing NCS resources, he will approve the provision of such assistance or service after concurrence of the operating agency concerned. The Executive Agent will inform the Special Assistant of any such approvals which depart significantly from approved requirements or plans for the NCS. In case of disagreement between the Agency and the Executive Agent as to validity, the matter will be referred to the President. Should provision of such assistance or service not be possible within existing NCS resources, a plan for provision of the additional resources will be developed by the Executive Agent who will make recommendation to the President as appropriate.

c. Major changes in the definition of the NCS, major changes in the assignment of Agency responsibilities and significant issues of policy will be submitted by the Executive Agent to the President for his approval.

#### INITIAL TASKS TO BE PERFORMED

9. By memorandum of 6 August 1963, a copy of which is enclosed, the Executive Agent has directed the Manager, NCS, to accomplish the tasks outlined in paragraph 4 above as well as certain other initial tasks.

CONFIDENTIAL

-7-

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